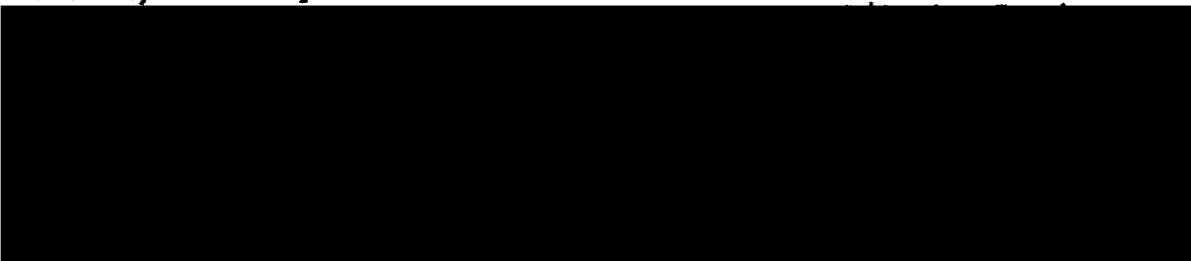


28 February 1973

MEMORANDUM FOR: Deputy Director of Training

SUBJECT : HumRRO Package in Intercultural Communication

1. As you know, a number of OTR personnel participated in a one-day workshop at the HumRRO facility in Alexandria on



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2. The program, conducted by Dr. Alfred Kraemer of the HumRRO Staff (Division 7), consisted of our witnessing a series of videotaped excerpts of staged interviews between an American and a foreigner. These were designed to develop an awareness on the part of Americans about their own thought modes ("culturally conditioned assumptions") which may or may not be the same way members of foreign societies think. Our involvement consisted essentially of observing these excerpts for 20 to 30 seconds and then attempting to identify the "characteristic" American thinking being depicted. After several excerpts were shown for the purpose of depicting a given characteristic, we discussed how we individually interpreted the American's problem. Among the unconscious American characteristics stressed were "getting on with the job without preliminary formalities"; describing a person by what he has done rather than by what he thinks or values; our sense of individuality and independence; reaching decisions or determinations by a "democratic" method; our sense of competitiveness; American consciousness of time and deadlines; and preference for firsthand observation as opposed to years of formal study of a subject. There were others, 21 altogether.

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3. The group, except for [REDACTED] met on 22 February for an evaluation of the program and our experience with it.

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[REDACTED] joined us for this discussion.

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In sum, although none of us is completely persuaded that all 21 "culturally conditioned assumptions" are valid, we do believe that the program developed by HumRRO is an effective one for training purposes and is flexible enough to be adapted to our use. [REDACTED] in

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particular, believe it is the best training device they have encountered for helping get the overseas assignee over a critical block in the adaptation process.

4. You will find attached to this memorandum a preliminary proposal by [REDACTED] that we obtain this program for use on an experimental basis. Our group concurs unanimously in his recommendation. Moreover, [REDACTED] has submitted a request for a copy of the tapes and for the necessary training of six of his instructors in their use.

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5. The group decided to recommend the following actions:

a. that [REDACTED] consult with representatives of the Foreign Service Institute about their experience with prototype version of this program;

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b. should such consultation reveal that FSI is essentially satisfied with the effectiveness of the program for its young FSO's, we acquire the tapes from HumRRO (when the program is completed in March 1973) and send up to ten OTR personnel to a three-day workshop designed to train instructors for this program; the cost for one set of tapes plus the three-day workshop would be approximately \$1,000. (HumRRO is a nonprofit organization and development of this package has been accomplished under Army contracts thus the low price).

c. the acquisition of a videotape cassette capability for OS/ALT through which this program could be used; this would involve the purchase of at least one additional set of the tapes from HumRRO, plus an expenditure of approximately \$5600 for six color TV monitors in [REDACTED] facilities and for two videotape cassette players.

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6. In the event [REDACTED] report on FSI use of the program is favorable, your approval would be necessary to proceed with the steps enumerated in paragraph 5. (b) and (c) above.

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[REDACTED]

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